



CHURCH RELATED COMMUNITY WORK (CRCW) MINISTRY IN THE UNITED REFORMED CHURCH

HANDBOOK FOR LOCAL PASTORATES

This handbook and prospectus contains all relevant information about being accredited for CRCW ministry and supporting a CRCW Minister.



Creating Change in Churches and Communities

There is also a companion handbook for CRCW Ministers. This and further information can be obtained from the:-

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London WC1H 9RT

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Website: www.urc.org.uk/ministry/church-related-community-work.html

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1. WHAT IS CHURCH-RELATED COMMUNITY WORK MINISTRY?

1.1 Definitions and explanations

Church Related Community Work in the United Reformed Church is an important and distinct ministry within the ministry of the whole people of God. This is exercised by individual Christians, congregations, elders, ministers of Word and Sacraments and Church Related Community Work Ministers. People who train and are commissioned CRCW Ministers accept and fulfil a call from God to serve in local communities across the United Reformed Church in the United Kingdom. Their task is to enable the local congregation or designated project to engage with community development in the neighbourhood, to reflect on and advance that work and to develop community work goals and processes within its own life – its order, outreach, worship, spirituality, theology and mission.

What is Community Work?

Community work is about people taking control of their own lives and working with others to stimulate social change that will improve their lives.

This is done by

- bringing people together.
- helping them to identify problems and opportunities.
- mobilising people and resources for change.
- implementing a programme of action.
- evaluating and reforming the programme in the light of experience and reflection.

A community work project is a starting point, a means of intervention in a local situation.

- A community work project has its own goals and targets determined by people from within the community of benefit.
- The context of community work is normally but not exclusively among people who are disadvantaged e.g. by poverty, poor health, limited education, job opportunities, broken social networks.
- This might take the form of a community centre, tenants' group, play schemes, etc.
- It is not an end in itself nor is it confined to the provision of services.

Some congregations have sought the ministry of a CRCW minister when they are located in specific areas of deprivation; where their neighbourhood has particular individuals who are socially excluded, and/or groups with specific needs, for example elderly people, lone parent families, unemployed people.

What is *Church Related Community Work*?

In common with the vast majority of community workers, Church Related Community Work ministers have a passion for justice and will encourage both the church and those involved in the community project that change is necessary. Change and doing things differently can be threatening and CRCW ministers will have received training and have experience, in managing change and encouraging others to share the vision for change.

Increasingly, as part of their initial training, CRCW ministers will be taught how to identify issues of injustice that exist within society and their local communities, and with others explore how the Bible and our Christian tradition can help people engage with those issues in a creative and challenging way. A

CRCW minister, therefore, has a significant role to play within the life of a local church and community and within the wider Church. It is a role that is about building bridges between church and community; it is about challenging injustice; facilitating community projects and challenging churches to become more actively involved in what God is calling them to do.

Church Related Community Work ministers are in a unique position. They are trained in community work so have the skills as well as the passion for working with other people on specific community programmes and projects. Such projects can have a significant impact on the local community. CRCW ministers are, though, rather different from Community Workers employed by secular organisations. The difference is that part of their training has included learning about the Bible and the Church. They are trained to work in the community but also within a church context and they are ideally placed to develop links between, and facilitate change, both in the church and the community.

1.2 History of the CRCW Ministry

In 1980 the General Assembly agreed to recognise a new form of ministry in the United Reformed Church. A training and appointment programme was set up and the first CRCW minister was commissioned in Bradford in 1981. Other developments followed.

In 1987, the URC General Assembly approved the following resolution:

“Assembly acknowledges that in Church-Related Community Workers, properly trained and properly employed, the Lord Jesus Christ is giving particular gifts for a particular ministry and is calling such individuals to exercise them in an office which is duly recognised within His Church.”

With precise recommendations about training, setting up of community work posts and financial support, Church-Related Community Work was formally recognised to be a distinctive ministry on a par with the ministry of Word & Sacraments.

In 2003, Church Related Community Work ministry was fully embraced within the structures of the URC ministry and the Basis of Union was altered to include the following:

“Some are called to the ministry of Church Related Community Work. After approved preparation and training, they may be called to be Church Related Community Workers in post approved by the United Reformed Church, and are then commissioned and inducted to their office to serve for a designated period. They are commissioned to care for, to challenge and to pray for the community, and to discern with others God’s will for the well-being of the community, and to enable the church to live out its calling to proclaim the love and mercy of God through working with others in both church and community for peace and justice in the world.”*

* CRCW ministers are appointed for a five year period. Following a review after four years, a further five year appointment may be made.

2 HOW TO BEGIN SETTING UP CRCW MINISTRY.

2.1 Starting off.

Over time, many congregations have decided to extend their missionary reach by developing their work in the community. This has taken different forms but for all, such work in the community is an expression of God's love and commitment to all people and particularly to the socially excluded and disadvantaged. So, what about you and your church?

- You may have come to the conclusion that you need to work with your neighbours to try to address the needs of your community and bring about change.
- You may have been involved for many years in running community activities but needs may have changed and your activities no longer meet those needs.
- You may be concerned that your buildings are scarcely used during the week and think they should be used more creatively.
- You may have spent time in study and prayer around issues of social justice and feel led to some form of outreach in the community.

Turning a good idea into a project takes time and tenacity, but it can be done! You need to have a clear idea of what you want to do and then you need to think out how you are going to use your resources (people, money, time and buildings) to achieve this.

The following paragraphs aim to help you work through all the relevant steps and stages. They will help you to:-

- Prepare a clearly thought out plan based on what you believe God is calling your church to do.
- Think through and understand community needs.
- Work out the resources you already have (people, money, time, buildings) and what you will need.
- Reduce some of the risks when starting a new project.
- Ensure that everyone involved is working to the same vision and goals.
- Be able to submit an application form for accreditation for Church Related Community Work ministry.

2.2 Who should we talk to in the URC?

Synod Moderator: It is essential that you inform the Moderator of your hopes at an early stage. His/her support and encouragement will be a great help. It also allows the Moderator to be aware of your plans when considering Synod strategy for ministry in the area.

Synod resource people: Synods have various people who know about specific areas of Church life: finance, youth and children's work, racial justice, mission development, etc. They are there to enable you to think through your plans and provide expertise, so do call on their knowledge and support.

CRCW Development Worker: This is a General Assembly post currently shared by 2 people – Suzanne Adofo and Steve Summers. Their role is to support, advise and encourage all CRCW ministries in the UK. An early contact with them could be very beneficial to you. They can visit you, help you clarify your goals, provide information about your application and answer your questions about CRCW

ministry. They report to the CRCW Sub-Committee which approves all applications and which is part of the General Assembly's Ministries Committee. The Development officers can be contacted at United Reformed Church House, 86 Tavistock Place, London WC1H 2RT ☎ 020 7916 8653, E-mail crcw.admin@urc.org.uk.

Study packs like Assets for Life (URC Publication) can help you think about some of the issues involved from a theological perspective. Campaigning groups like the Housing Justice and Church Action on Poverty have also produced studies focusing on the sort of justice issues you are bound to face once you start to work alongside your neighbours. The CRCW Development Worker may be able to recommend other useful resources.

3 WHAT COMES NEXT?

3.1 Setting up a Local Steering Group

The creation of a community project can be a complex piece of work. Once you have decided to try to develop your work in the community, it is *essential* to establish a small local steering group to undertake much of the groundwork. Who should be on it?

- A representative of the Elders' Meeting. (or equivalent if other denominations are involved);
- Representatives of the congregation;
- A representative of Synod and also the wider Church e.g. if you are in a partnership of churches, or Area Council;
- Representatives of the local community. You will know who they are. They will bring insights from beyond your church.
- It is helpful to include on this group a person with some understanding of community work;

The tasks of the Local Steering Group are to:-

- reflect theologically on the reasons for developing work in the community.
- produce a community profile identifying local needs and issues.
- draw up proposals to address the needs and issues identified.
- cost the proposals and identify the resources needed, including human resources.
- discuss the proposals with community organisations and professional agencies.
- identify potential sources of funding.
- consider how the work/project will be managed.
- prepare a Post Profile (see Appendix 5)

3.2 Producing a community profile and assessing needs

The starting point for a church or group of churches engaging in community work is often the suffering of people in the community. An assessment of needs within the community should be carried out to ensure that your response is to actual rather than perceived needs. This should not be as technical or off-putting as might be imagined. It must however be built upon careful and positive listening to people and their situations.

Background information on your neighbourhood is very important for a number of reasons:

- it can support your emotional responses to perceived needs.
- it can identify unmet needs which offer potential opportunities for new work.
- it can be crucial in supporting applications for funding since most local authorities, government bodies and charitable trusts require evidence of needs.
- it may be essential as a means of backing up a local campaign.

There are many different strategies for producing a community profile and defining the needs and issues of a community. Please refer to Appendix 4 for a comprehensive guide to various methods. You will probably need to use all of them to some extent to build up a comprehensive picture of your community.

If you believe that your church is being called to apply for Church Related Community Work accreditation and have a CRCW minister serve your project, you will certainly need to have done this research for your application. Your profile should also include information about the church, its life and mission.

3.3 Assessing Resources Available

When considering the development of a CRCW ministry it is essential to make an assessment of the resources already available to you and those that are still needed if you are to respond to identified needs. You will need to take into account:

- money
- buildings
- people

It is particularly important to have some idea of what time and skills people have available for the development of this work, since the calling of a CRCW minister to work with you will require an increased commitment from church members. **A CRCW minister is not commissioned to work on behalf of the church but to enable the church to work with the community, so the CRCW minister would expect to find at least some members of the congregation prepared to get involved.** Having said that, it is essential to be realistic about this otherwise the CRCW minister may have false expectations of the church's commitment and this can lead to conflict.

At the very least you must have the human resources available to undertake the responsibilities in terms of management and support as set out in this Handbook.

3.4 Agreeing Aims and Objectives

Having identified the needs of your community and the resources available to address them you should be in a position to draw up a list of aims and objectives around which the ministry can develop. Your aims and objectives can be used annually to measure and evaluate your progress before planning the next steps.

- An AIM is a long term goal and provides the big vision for your project e.g. to create a more integrated community. Aims do not usually change e.g. to show God's love in meaningful ways.
- An OBJECTIVE is a short-term, measurable target which can be assessed and changed when achieved e.g. By offering a holiday play scheme; by bringing together older adults weekly, etc.

It is important that your project does not compete with other community organisations, but complements their work.

3.5 Drawing up a Budget

Although the central office of the URC is responsible for the payment of the stipend, it is the responsibility of the local church/project to pay the local expenses. **As a result you will need to draw up a budget for the full five-year term.**

You will need to take into account:

- Setting up costs
- Worker's expenses
- Running costs
- Programme costs

Setting up costs

It is anticipated that the CRCW minister will work from a church or community base rather than from home. So an office will need to be made available and properly equipped including:

- desk and chairs
- filing cabinet
- telephone with answering machine
- mobile phone, if appropriate
- computer with broadband access and printer
- photocopier
- first aid equipment
- fire extinguishing equipment
- secure storage provision

The office itself should allow 11 cubic metres per person, and should be properly decorated, heated, lit and ventilated to conform to health and safety regulations. It should be accessible to wheelchair users. You may find it helpful to refer to relevant legislation:

- Offices, Shops and Railway Premises Act 1963
- Health and Safety at Work Act 1974

If you have to equip an office from scratch there can be a substantial outlay, but it may be possible to raise one off capital costs from charitable trusts.

Worker's Expenses – Housing

It is expected that CRCWs-in-commission will live in the vicinity of the project in order to experience fully and engage with the life of both church and community. The provision of housing or a housing allowance is the responsibility of the local project. It needs to be available for the duration of the project and guaranteed by the project and Synod Finance Committee.

If a manse is available, it should be the size and standard recommended for ministers by General Assembly. The project will pay for:

- Council Tax (or rates where applicable).
- Water Rates.
- Interior and Exterior Decoration.
- Repairs and property insurance.

If a housing allowance is paid as an alternative, the above items should be grossed up for tax purposes to make up the allowance. Please see the Plan for Partnership Appendix B for more details. Rob Seaman or Mary Steele at the Payroll Office at URC Church House, 86 Tavistock Place, London WC1H 9RT: 020 7916 2020 can provide help with this if you need it. You can email them at mom.payroll@urc.org.uk or mom.pensions@urc.org.uk

If a manse is not available, the project may rent a property, Synod may purchase a property for the project or housing may be provided by another denomination if the project is ecumenical. Should the CRCW minister prefer to purchase his/her own property, the CRCW ministers will be responsible for mortgage costs. 'Bridging Finance' is not the responsibility of the project or denomination.

Other expenses:

Commissioned CRCW ministers are entitled to the same expenses and financial support as Ministers of Word and Sacrament, therefore it is *essential* to refer to the URC General Assembly 'The Plan for Partnership in Ministerial Remuneration' which is a unified scheme that applies to CRCWs- in-commission. (Available from the Finance Office at URC Church House, London or on the URC website www.urc.org.uk). Rather than detail everything here, Local Steering Groups should obtain a copy and have worked through the financial implications before completing an application form.

The CRCW Programme sub-committee will want to be assured that all financial and housing commitments are promised and secure before approving any application for accreditation.

4. CALLING A CRCW TO AN ACCREDITED CRCW PASTORATE

4.1 Calling and appointment procedure

Once a CRCW ministry project has been accredited, all serving CRCW ministers and those in their last year of training will be notified of the vacancy. If interested, CRCW ministers will notify their own Synod Moderator who will contact the receiving Moderator and ask the church to send its profile of church and project to the CRCW minister. If a CRCW minister then wishes to find out more s/he will contact the Synod Moderator who will make the necessary introductions.

Vacancies are discussed at the monthly Moderators' meetings. To this extent the procedure is the same as the one applied to the call of ministers where one minister is introduced at a time. From an introduction being made, the process is similar to that of calling a minister of Word and Sacraments. The CRCW minister candidate should be invited to the project for an informal visit in the first instance to meet people, get to know the area and learn more about the project and its hopes and dreams. The next stage in an invitation to the candidate for a formal interview and discernment whether or not the CRCW minister is right for the project and vice versa. *Appendix 2 outlines a good process to follow and is recommended reading when you get to this stage.*

If a call is offered and accepted, the appointment will need to be given concurrence by the Synod, which the Moderator can arrange. Once Synod has given concurrence a starting date can be set. The Moderator will then inform the Finance Office at Church House so that the stipend and housing allowance if appropriate can be paid. An enhanced CRB check is necessary before the CRCW minister takes up the post

All CRCW ministers engaged directly in the service of the United Reformed Church are members of the Synod. CRCW ministers are also entitled to attend the Elders' and Church Meetings of the United Reformed Church in which the project is located.

4.2 Commissioning and Induction Service

CRCW ministers are *commissioned* once and in their first appointment after training (similar to ordination of ministers). Thereafter, CRCW ministers are *inducted* into new appointments.

The Commissioning/Induction of a Church-Related Community Work minister takes place at a service which is an act of Synod. The Synod Moderator (or her/his appointed deputy) should preside and where possible, the service should be held in one of the churches within the local community where she or he is to work. Representatives of civic bodies, local community organisations and other churches and faith communities should be formally welcomed. The CRCW minister should be involved with the planning of the service and choosing significant people to play a part.

The Order of Worship may follow that to which the particular church is accustomed. It should begin with a Call to Worship and include Scripture Reading(s), Prayer(s), Hymn(s), and Sermon or Charge; and it may include Communion. A suggested Order of Service is within the URC Service Book.

1. Preface

2. Statement and Affirmations

3. The Commissioning/Inducting Prayer

4. Declaration

5. Right Hand of Fellowship including welcome by community representatives

6. The Signing of the CRCW Covenant (See Appendix 3)

7. The Blessing

4.3 What comes next?

Once the CRCW minister is in post, it is important that s/he is given time and help to get to know the church, their job and other organisations or agencies doing similar or related work. Too often churches forget the importance of this, with a common complaint from new workers that they have not even been given a tour of the building. This time of introduction should not be rushed or avoided and could be planned with named individuals doing specific sessions.

It is best if one person has responsibility for co-ordinating the process, ensuring that everyone involved knows what they are supposed to do and suggesting additions and changes as appropriate. It is recommended that the introduction period should last at least four weeks.

Before the CRCW minister starts the local steering group should make up an Introduction Pack which would include:

- the introduction timetable.
- a list of key church members, workers and volunteers and what they do.
- a list of the Local Steering Group officers and members.
- a list of Synod and CRCW personnel & contacts including a visit to Synod Office.
- information about URC 'cluster groups' and their involvement with the CRCW project.
- contacts for local community organisations and key personnel.
- the latest annual report, current leaflets and other basic written materials.
- essential policies, such as equal opportunities, health and safety, confidentiality.
- essential procedures, such as timekeeping, petty cash, claiming expenses, office facilities, making drinks, procedures when ill and notice required for holidays.
- minutes of the most recent management committee meetings.
- the CRCW Application Form (including a map of the area).
- dates and times of Elders' and Church Meetings.

By the end of this period the CRCW minister will not know everything about their work, but should have a fair knowledge of the church, local community and of other agencies working in the area. She or he should feel welcomed and accepted and who to ask for further information.

5. WHAT THE PROJECT WILL DO AND SUPPORT

- (i) The project will, with the CRCW minister, seek to develop its commitment to community development in its life, order, outreach, worship, theology and mission.
- (ii) The project will work within the framework of strategies suggested by the CRCW Programme sub-committee and any consultations it organises.
- (iii) The project recognises that the CRCW minister works in partnership with the congregation, Elders and minister(s) of Word and Sacraments.
- (iv) The project understands that the relationship between the CRCW minister and the minister of Word and Sacraments will be non-hierarchical in character.
- (v) The project will have an initial 6 month visit followed by a series of visits (1.5 years and 3 years before the 1st term review takes place) showing how the above aims are being fulfilled, which will be forwarded to the CRCW Programme Sub-Committee, the CRCW minister and the other local partners. It will seek opportunities to further its own training in community development.
- (vi) The project will be responsible for the provision of the CRCW minister housing and expenses, in line with the Plan for Partnership, Section J 6.3– ‘Financial responsibilities of the Church-in-community (project)’. It will provide office accommodation including computer equipment which will more usually be based within the neighbourhood/community than within the CRCW minister home.
- vii) The project will allow and encourage the CRCW-in-commission to be involved with the wider mission initiatives of the Synod and wider CRCW ministry (so long as this is negotiated with the Chairperson of the Local Steering group and it does not disproportionately impinge upon the CRCW local responsibilities.)

6. WHAT THE LOCAL STEERING GROUP WILL DO

Normally by the time of the Commissioning/Induction Service, the project will have appointed a ‘community orientated’ Local Steering group to oversee the work of the Project in the neighbourhood/community. The Committee’s composition and size will be agreed with the CRCW Programme Sub-Committee and, in addition to members of the church/project and the CRCW minister should include representation from the local community and from professionals in the community work field. Its tasks will be to:

- a) Appoint a Chair and, ideally, a secretary/note-taker. The committee should decide how long members will serve for and will seek replacement members for those who move on.
- b) Establish work plans in the light of the job description, and reflect theologically on them.
- c) Ensure that the work is appropriate to local needs.
- d) Ensure that the work is based on sound community work principles.
- e) If necessary, negotiate between conflicting demands within the church and neighbourhood/community.

- f) In the early stages of the appointment, the management committee should help in not only providing the introduction pack (see page?) but also help to “open doors” for the CRCW minister and ensure s/he is supported practically.
- g) Encourage the CRCW minister to establish support for her/himself e.g. support group or individual and ensure that this is in place.
- h) Act as advocate for the local neighbourhood/community in the case of the CRCW minister leaving and not being replaced, or of the local job description being re-negotiated, or in the case of a vacancy.

7. WHAT THE CRCW MINISTER WILL DO

- (i) The CRCW minister will enable the local church to
 - engage with community development in the neighbourhood.
 - reflect on and develop that work.
 - develop community work goals and processes within its own life, order, outreach, worship, spirituality, theology and mission. This may take priority especially in the early stages of the project mean postponing work with the wider community.
- (ii) The CRCW minister will normally work in partnership with the minister of Word & Sacraments, elders and congregation of the project church. In exceptional circumstances, where this does not happen, equivalent arrangements will be made.
- (iii) The CRCW minister agrees to the local role description.
- (iv) The CRCW minister will write a six-monthly report during the first year to be made available to the CRCW Programme Sub-Committee, the local church, the Local Management Committee and the Support/Reflection Group.
- (v) The CRCW minister will help to promote a community development approach in the wider church by accepting occasional invitations to serve on panels and committees, to act as a community work consultant, and to speak of her or his experiences and reflections.
- (vi) The CRCW minister will:
 - keep up-to-date with developments regarding the CRCW ministry,
 - fully participate with CRCW gatherings
 - generally be involved with wider mission initiatives of the Synod and CRCW ministry (so long as this is negotiated with the Chairperson of the Local Steering Group and it does not disproportionately impinge upon the CRCW minister’s local responsibilities.)

8. PROJECT EVALUATION

About 6 months into the first term of appointment, the CRCW Development Worker will visit the project and meet the local steering Group. This is an opportunity to check that arrangements are in place, the CRCW minister settling in and the project is under way. Obviously this is a very early stage and that will be understood.

At 18 months and 3 years into the project, a visit will take place. The CRCW Development Worker, a representative of the CRCW Programme Sub-Committee and a representative of Synod will come to meet the CRCW minister, local steering group, users group and any other interested people to learn how the project is progressing. It is an opportunity to share successes and joys, difficulties and disappointments and reflect together on how the project will go forward from that point.

It is recommended that the project produces an annual report, attractively set out for the information of church members, project users, Synod and the wider URC in the area, funding bodies, local councillors, etc.

Before the 4th year of the project the Synod will be asked to create a small review group whose task will be to undertake a major review of the project in all aspects of its life. The review group should be independent of the project and will be supplied with a list of relevant questions to ask. They will meet a wide range of people connected with the project and after deliberation, will recommend either a second term of appointment for the CRCW minister, or not. While this may seem a little premature, if the project is to continue, funding and other matters will need to be taken care before the end of the 5th year.

If the project is in its second term, the review group may be extremely useful in helping the project to define its successes and feel proud of its achievements. This major review can also be used to help the project users to consider either a) a good exit strategy if the project has achieved its goals and can end or b) think positively in planning the next phase of its life.

APPENDIX 1: FUNDRAISING

A comprehensive strategy is central to effective fundraising. It should help define the needs of the church-in-community, the sources from which you can seek funds and the limitations in terms of time and resources.

Fundraising cannot function effectively in isolation. Too often responsibility falls on one individual in an organisation rather than being an activity in which all sections of the church should be involved. Ideas should be discussed with community partners, church members and existing or potential users of your project.

It is important to agree your fundraising strategy and stick to it, but you should review its course at regular intervals to assess its effectiveness and decide whether a new approach would be appropriate.

A fundraising strategy should contain the following:

- a description of your organisation
- an outline of its mission
- a list of its major achievements
- a summary of its strengths and weaknesses
- a description of your goals and major projects
- a financial plan to cover the next 2-3 years
- sources of income you can tap into
- the resources you will need
- how will you measure success
- what are your exit strategies for continuation funding?

Most organisations need resources of one kind or another. Make a “shopping list”. Some things on the list will be “one-off” items (capital expenditure) and some will be ongoing needs (revenue expenditure).

There are four sources of money to consider:

Money from individuals (through car boot sales, sponsored events, jumble sales, “friends of” schemes etc) Many funders will want to see evidence that the group is doing its own fundraising. It can also be a good opportunity for people to meet and work together. It can also produce money with few strings attached.

Money from statutory sources (the local council, central government schemes, European money) Despite cuts in public funding, statutory sources will still provide revenue funding and can sometimes fund workers or projects long-term. You will probably need political support and the support of officers for an application.

Money from private organisations – charitable trusts and companies

Trusts and companies are more likely to provide grants to cover capital expenditure. Trusts may meet only once or twice a year and may have an application form. There are several useful books to help you

when applying for funds (*see below*). Companies offer support in a variety of ways (e.g. they may pay for the production of your annual report, make a donation of goods or second staff)

The National Lottery has become a significant source of funding for many community groups and voluntary organisations; but you will need to consider the wider moral questions before exploring this source of funding.

Money from church sources – The URC may have some funds to support projects. Grants may be available made towards the local costs of a CRCW ministry for development work with a social action/welfare dimension. Some Synods may also be able to offer financial support. Your Synod’s Treasurer or Finance Committee Convener can advise you. *See Information paper in the appendices for Vision 2020 grants. ?

The Church Urban Fund will support projects in areas of social and economic exclusion, including projects which are not exclusively Anglican.

Another possible source of funding is by **contracting to provide services** for the public sector. Contracts are viewed in different ways by different organisations. It has been seen to have had a good effect in that it has forced the voluntary sector to become more efficient and cost effective, but contracts may stifle innovation and creativity and limit the campaigning role of some organisations. Since community development is difficult to quantify, it has proved difficult to attract funds for development work from this source.

It is important to remember that a contract is:

- legally binding
- both parties have a legal obligation to do what they have agreed
- members of the Local Steering Group could find themselves legally responsible so it is important to get advice before considering this option.

USEFUL PUBLICATIONS

- **The Directory of Grant-Making Trusts** – Charities Aid Foundation
- **A Guide to the Major Trusts** – The Directory of Social Change
- **The Major Companies Guide** – The Directory of Social Change
- **Community Start Up** - Caroline Pinder
- **Getting Ready for Contracts: A guide for voluntary organisations** –Sandy Adirondack and Richard MacFarlane
- **Funderfinder**

APPENDIX 2: GUIDELINES FOR INTERVIEWING CANDIDATES FOR CRCW MINISTRY

Meeting a candidate:

A CRCW candidate will inform the church-in-community of interest in the post either through the contact person indicated on your profile, or Synod Moderator. S/he will have a personal profile which will be available. S/he will also have seen your church profile.

The next step is to arrange an opportunity for the CRCW minister to come informally, to see the area, church premises and manse, meet the Steering group members and other key people, and get a feel for the project. This also gives you an opportunity to gain first impressions of the CRCW minister. Assuming this goes well, the CRCW minister should be invited to a formal interview. This is the equivalent of a minister “preaching with a view”.

Preparing for the interview:

Normally, the interviewing panel will decide after the interview if a call is to be offered or not and the candidate contacted at the earliest opportunity about the decision. However, the Steering Group may determine that a wider group of people should make that decision, e.g. the congregation or a larger representative group. This should be decided *before* interviews take place so that the process runs smoothly and without disagreement and the candidate notified of the decision as soon as possible.

Choose the interview panel carefully. It should be no more than 7 people. It should represent local church, community, ecumenical and others who are relevant to the project’s vision. The minister would normally not be part of the panel. All panel members should have a copy of both CRCW minister and project profiles in advance. NB The CRCW minister profile is a confidential document.

The panel should meet for at least an hour before the interview to discuss and decide which questions are to be asked and by whom. This ensures that all relevant points are covered. Questions should not be sexist, ageist or gender specific as this is both unfair and illegal. Questions should be “open” questions e.g. when, how, why, what, rather than “closed” questions which only bring a “yes/no” response. Open questions enable the candidate to share more freely.

Getting ready for the interview:

- Has the candidate all relevant information including the time, place and duration of interview, with directions if necessary?
- Is the interview room prepared? It should be a room free from interruption by other users, warm with comfortable seating and lighting. A table for everyone to sit round can be a barrier, but it does provide a place to put paper and take notes.
- Is someone other than a member of the interview panel, available to greet the candidate on his/her arrival, offer refreshments, show where the bathroom is and generally make him/her welcome?
- Is a note-taker present at the interview to take a detailed record of the interview in case of queries afterwards? The record should be typed up and made available to panel or candidate if requested.

The interview:

The Chair, normally the Chair of the Local Steering Group, has a key role in setting the tone of the interview. Ideally, this should be as relaxed as possible to give the candidate every opportunity to be him/herself.

The Chair should bring the candidate into the room, introduce everyone, ensure that meeting is opened with prayer, make that all the questions are asked and the candidate given time to answer and to ask her/his own questions. The meeting should be closed with prayer.

After the interview

The Chair should show the candidate out courteously and the panel take a short break before re-convening to discuss all they have heard, express views and decide whether or not the candidate is 'right' for them. While first impressions can be powerful, these should not be the basis for deciding. It is vital that the panel believe that the candidate is *called* to the project. Age, gender, race and disability should *never* be factors in deciding. The panel should also guard against choosing "a bird in the hand" i.e. going for a candidate regardless because they have come.

After the decision is made, the Chair should contact the candidate by phone to relay the decision. If it is a call to the project, the candidate should be given time to think what his/her response will be. If the panel has not felt able to issue a call, the candidate may want to talk through the interview. In this instance, the Chair needs to be ready to listen. The Chair should also notify the Synod Moderator of the decision.

The Chair should collect all CRCW minister profiles after the interview and ensure these are destroyed. The Chair should also ensure that arrangements are in hand to reimburse the candidate's expenses.

APPENDIX 3: CRCW COVENANT



CHURCH-RELATED COMMUNITY WORK THE COVENANT

1. This Covenant is an agreement between the partners responsible for the United Reformed Church Church-Related Community Work ministry in a particular situation.

2. The partners are:

- (i) The Church-in-Community which has requested CRCW ministry.
- (ii) The Synod which has requested CRCW ministry.
- (iii) The Church-Related Community Work Minister
- (iv) The CRCW Programme Sub-Committee, a sub-committee of the Ministries Committee of the United Reformed Church.

3. We, the partners, agree that:

Our commitment to Church-Related Community Work arises out of:

- Our faith in God, whose love for all people and whose desire for justice and peace was demonstrated in the giving of his Son to live among us in the world.
- Our belief that we are called to share that love and to work for justice and peace with all people.

And that:

- Church-Related Community Work is about change, in society, in the church, in groups and in individuals; it is about the process by which change is brought about.
- it is about the relationship of community work to the whole ministry of God's people.

4. THE CHANGES WE SEEK TO BRING ABOUT

- (i) Church-Related Community Work is built on a vision of the Church as an agent of social change. This implies repentance and a call for renewal within the total life of the church as a way of working for change in society. We aim to develop our work in the context of the search for justice and peace throughout creation.
- (ii) Church-Related Community Work is centred on an awareness of the Gospel as it illuminates everyday conflicts and struggles. It is fed by an understanding of the inexhaustible truth of God that draws us into the battle with structural, as well as personal, sin, and into political action.
- (iii) Church-Related Community Work brings fundamental challenges to existing church congregations. Engaging with the community opens us to the possibility of hearing good news from those around us, especially from oppressed and marginalised people, allowing that good news to enter our own community life.
- (iv) All community development work aims to tackle the causes of prejudice and discrimination and to build local structures where power is justly shared; we work to fight discrimination against others (whether because of race, nationality, belief, sex, sexual orientation, gender, disability, age, class, or any other reason) within ourselves, our organisations and wider society.
- (v) All community development work seeks to bring about the sharing of power with the powerless in local communities. As we undertake community development work we need to understand both our vulnerability and our power, so that, in dialogue, we can help to make power and resources, including decision-making, available to the wider community.
- (vi) Church-Related Community Work is one way for the church to share in God's mission. It recognises the Gospel where it is being lived out by people and communities, even though they themselves may not use the name of God.

5. COMMUNITY DEVELOPMENT 'PROCESS'

A Church-Related Community Work minister will work in accordance with the following principles:

- (i) Community development is undertaken in partnership with communities and their groupings, seeking to enable people, groups and communities to develop according to their own needs, wishes and strengths, where this serves the common good.
- (ii) Community development starts with people's experience as they tell it, going on to develop self-help and mutual aid, activating each group's own resources, including leadership, and helping them to identify, acquire and use resources from outside.
- (iii) Community development is a process of learning by doing, so that, together, people develop skills to achieve their shared objectives and to reflect on what they are doing.

- (iv) Community development is a process which encourages the building of participatory, democratic structures, encouraging groups and organisations to work together to achieve greater effectiveness over a wider area.

Church-Related Community Work seeks to employ these community development processes within the life of the church itself as well as in the local neighbourhood.

6. MINISTRY

- (i) Church-Related Community Work is part of the ministry of the whole people of God and it is exercised by Church-Related Community Work ministers, ministers of Word and Sacraments elders and congregations.
- (ii) A Church-Related Community Work minister is called by God, trained and commissioned to a specific situation (the Church-in-Community project) and recognised by the wider Church.
- (iii) A Church-Related Community Work minister's task is to enable the Church-in-Community to engage with community development in the neighbourhood, to reflect on and develop that work, and to develop community development work goals and processes within its own life - its order, outreach, worship, spirituality, theology and mission.

7. RELATIONSHIPS

- (i) All partners to The CRCW Covenant are encouraged to maintain regular contact with each other in order to support and develop CRCW ministry.
- (ii) The Church-in-Community will be expected to submit regular reports to the CRCW Programme Sub -Committee and Synod, as laid out in the CRCW Handbook.
- (iii) The CRCW Programme Sub-Committee will maintain contact with situations where a CRCW post is vacant.

8. WHAT THE CHURCH-IN-COMMUNITY WILL DO

- (i) The Church-in-Community will, with the CRCW minister, seek to develop its commitment to community development in its life, order, outreach, worship, theology and mission.
- (ii) The Church-in-Community will receive regular visits from representatives of the CRCW Programme Sub-Committee.
- (iii) The Church-in-Community will seek opportunities to further its own education and learning about community development.
- (iv) The Church-in-Community will adhere to the agreed Terms of Settlement for the CRCW minister, as required by the URC's Plan for Partnership in Ministerial Remuneration.

(v) The Church-in-Community will appoint a Local Steering Group. This Group will:

-oversee the community development work before, during and after the period of service of the CRCW minister.

-develop the direction of this work in consultation with the CRCW minister and reflect theologically on what is proposed and what transpires.

-ensure that this work is appropriate to local needs, wishes and strengths.

-ensure that the work is based on community development principles.

-If necessary, negotiate a way forward when there are conflicting demands between the church and other community groups.

(vi) The Church-in-Community will enable the CRCW minister to be involved with the wider mission initiatives of the Synod and wider church.

9. WHAT THE CRCW MINISTER WILL DO

(i) The CRCW minister will encourage the Church-in-Community to apply community development principles.

(ii) The CRCW minister will normally work in partnership with the minister(s) of Word & Sacraments, elders and congregation(s) of the Church-in-Community.

(iii) The CRCW minister will help to promote a community development approach in the local and wider church

(iv) The CRCW minister will keep up-to-date with developments regarding CRCW ministry and fully participate with CRCW ministers' gatherings and generally be involved with wider mission initiatives of the Synod and the CRCW ministry (while acknowledging that it should not disproportionately impinge upon local responsibilities).

(v) The CRCW minister will adhere to the agreed Terms of Settlement as required by the URC Plan for Partnership in Ministerial Remuneration.

10. WHAT THE SYNOD WILL DO

(i) The Synod will be fully involved with the calling, commissioning, induction and pastoral support of the CRCW minister and to ensure that the requirements of the URC Plan for Partnership in Ministerial Remuneration will be met by the Church-in-Community and Synod. The Terms of Settlement Agreement should be negotiated with the CRCW minister, seeking advice from the CRCW Programme Sub-Committee if necessary.

(ii) The Synod will be asked to appoint two or three people with knowledge of community development to undertake the 1st Term Review and, if appropriate, the 2nd Term Review and to submit a timely report to the CRCW Programme Sub-Committee.

- (iii) Synods should exercise effective duties of care, oversight and responsibility for a CRCW minister.

11. WHAT THE CRCW PROGRAMME SUB-COMMITTEE WILL DO

The CRCW Programme Sub-Committee is a Sub-Committee of the Ministries Committee through which it will be accountable to the General Assembly of the United Reformed Church.

- (i) The CRCW Programme Sub-Committee will advise on and approve CRCW ministries and will maintain contact, reviewing the work and considering requests for further Terms.
- (ii) The CRCW Programme Sub-Committee is responsible for ensuring that there is appropriate support for CRCW ministers throughout their ministry
- (iii) The CRCW Programme Sub-Committee will advise the URC Education and Learning Committee on matters pertaining to initial and continuing ministerial education for CRCW ministers.
- (iv) The CRCW Programme Sub-Committee will support individual CRCW ministers in their ministry and CRCW students in training and encourage the longer-term development of their ministries.
- (v) The CRCW Programme Sub-Committee will advocate CRCW ministry throughout the wider church.



The
United
Reformed
Church



Church Related
Community Work
*Creating Change in Communities
& the Church*

CHURCH-RELATED COMMUNITY WORK

THE COVENANT

Signature.....

Date.....

Name
(The Church-Related Community Work Minister)

Signature.....

Date.....

Name
(For the Church-in-Community)

Signature.....

Date.....

Name
(For the Synod)

Signature.....

Date.....

Name
(For the CRCW Programme Sub-Committee)

APPENDIX 4: LEARNING ABOUT OUR COMMUNITY

- I. **Literature Search** – using the local library to find out what has already been written about the history or sociology of your neighbourhood is an obvious first step.
- II. **Mapping Exercise** – Visual impressions of your neighbourhood can be very significant, particularly as many people tend to drive rather than walk around it. You may find it helpful to do a walkabout of your neighbourhood and then plot the information you have discovered on a large map. You should note important roads, railways and any physical barriers which divide the neighbourhood or cut you off from others, main community facilities and types of housing in the area. You could also make a note of your visual impressions – architecture, street furniture, litter, the condition of buildings, graffiti, signs and notices, the use of buildings, access for disabled people, the people moving about the neighbourhood, the shops (or lack of them) etc. You may find it helpful to take photos of whatever strikes you as typical or significant.
- III. **Talking and Listening to People** – Most successful community workers are talking and listening to people all the time and forming impressions of the community they work in. To make this into research the conversations need to be systematic, and the key points at least need recording.

You can draw up a standard checklist of questions on the issues that you want to know about, and work through these formally in every meeting you have.

You may want to arrange a series of interviews or meetings with key people on your patch (professionals, community leaders, well-known residents) or hold discussions with groups that are already meeting (pensioners groups, tenants associations, faith groups or youth clubs).

It is important to keep a record of your conversations and to pay special attention to comments you were not expecting.

- IV. **Sample Survey with Structured Questionnaire** – Undertaking a survey using a structured questionnaire can be a good way of getting data from a large number of people who ideally represent a fair cross-section of the whole population. It can be a good way of identifying their attitudes, opinions and concerns, but it is not always easy to get responses (many people don't respond to written questionnaires) and conducting interviews to get the necessary responses can be very time-consuming.
- V. **Using Official Statistics** – The comprehensive coverage of official statistics is often the most impressive form of data to present in that they are usually seen as authoritative and give the impression that you have done a professional job in researching the facts. The main source of statistics for neighbourhood profiles is the ten-yearly Census, although local authorities or government agencies will sometimes undertake supplementary research. The Index of Multiple Deprivation is a useful benchmark to use.

Official statistics are important, and are often required by funding agencies like the Church Urban Fund, but they need to be set in context with local neighbourhood statistics compared with ward, borough, metropolitan or city-wide statistics and with the national average. Too often claims are made that there are record numbers of lone parents or pensioners in a particular area when these sorts of comparisons

would show that this is not the case. Equally, where there are serious problems to be addressed, comparisons can be used to justify your claims.

Using these methods it should be possible to build up a fairly accurate picture of your local neighbourhood, the needs, the issues, existing resources, community organisations and key people. This can be written into a report which can be shared with groups and individuals who have expressed an interest in the outcome during the research stage; e.g. church meeting, community organisations and community leaders and activists.

These meetings should help you to come to some conclusions as to which community issues you and your potential partners would wish to address. They may also bring out some clear ideas as to how these issues should be addressed.

The full report of a neighbourhood profile usually contains:

- Contents page
- Summary of key findings
- Method: Who, what, when and why
- Background on your neighbourhood: history/map/boundaries/environment/transport links)
- Statistical data from the census and other sources
- Extensive results from your own surveys; including basic tables and graphs
- Perceptions, opinions, stories gathered from your contact with other organisations or group discussions
- Conclusions gathered around key themes
- Implications for your work
- Addresses of other agencies serving your patch
- Acknowledgements

(NOTE: Much of the information in this section is drawn from a paper written by Greg Smith and published by the Churches Community Work Alliance.)

Church Related Community Work (CRCW) Post Profile

A Post Profile is a multi-purpose tool for:

- Applying for accreditation as a CRCW Project,
- producing a post profile when seeking a post-holder,
- engaging in a pastoral consultation with the synod,
- undertaking a review of ministry, and
- seeking financial support from the Synod or other sources.

(It needs a slightly different format for each purpose. This version is designed for applying for accreditation as a CRCW Project.)

The component parts of the Post Profile are:

- What are we here for and trying to be in the local neighbourhood?
- Where are we going?
- How will we get there and how will we know when we've arrived?

These are unpacked into the following sections:

Where are we now? Who are we now? What do we hope to do? What are we here for?

What are our resources? What are the opportunities? Where are we going?

What do we need? What differences will we make in our local community(ies)?

NOTE: This is not meant to be a form to be filled in. We encourage a creative approach – but the points/questions below should be considered and covered. You are welcome to use some photos and/or a map to help build up the picture.

1. Where are we? Mission Context

1a. Name of the Project and the church(es) involved.

Who is the applicant group? Please give details of the contact person.

1b. Describe the context (e.g. rural, country town, suburban, inner city, urban priority area, city centre, coastal area etc.) and adding other relevant detail (e.g. type of housing, local employment, culture, levels of deprivation, population)

1c. Describe other resources in the area

- (a) Are there other agencies working locally?
- (b) What other churches are in the area?
- (c) What are relationships like?

2. Who are we?

2a. Give a brief pen portrait of the proposed Project.

What is your mission statement (value statement, vision statement etc.)?

Please describe the overall mission & ministry of the applicant group, indicating how the post in question relates to it. What is the central issue being tackled, or the main 'target group' of people, or the underlying

purpose of the work? What are the reasons, which lead you to believe that this project will address your area of concern? What are the theological and biblical assumptions which lead you to make this application? What differences do you hope will occur in the local neighbourhood and in local relationships as a result of this work?

2b. Describe the church or churches that form the CRCW Project?

What size are they? What is their pattern of worship? What are the main activities?

What community links are in place? What are the links with other churches?

Is the church community gathered or local? How many members live within a mile of the building?

2c. What ministry will the CRCW be expected to exercise within the Synod and/or other parts of the wider Church?

How does this Church-Related Community Work Ministry relate to the overall mission and ministry policy and structures of the Synod, and/or ecumenical church structures?

3. What do we hope to do?

3a. Please say how you want this ministry to develop over the first 5 years: what are the strategic objectives?

3b. Is this envisaged as a short or long term project? Do you envisage, all being well, applying for the renewal of the CRCW project funding for the second 5 year period? What exit strategies will you plan to continue with the community developments begun in the first 5 or 10 year period of this ministry?

4. What are our resources?

What skills, gifts, experiences are there in the personnel of the church?

Has the Applicant Steering Group given careful consideration to the CRCW Covenant? Are there any concerns or matters for clarification? Will you be willing to sign The CRCW Covenant? (See the CRCW Handbook.)

What property resources are available? What are their strengths and weaknesses?

What financial resources are available?

(Include your last two years' accounts AND a draft terms of settlement.)

How will the project be managed and the post supported?

Please describe the composition of the CRCW Local Steering Group who will manage the project (but not the CRCW minister?) Please indicate what training the group may need and how this is to be undertaken.

Please give the name and contact details of the person who is the CRCW minister's first point of contact for decision making and briefly describe her or his professional experience.

What arrangements will there be for the personal support of the Church-Related Community Work Minister in this ministry?

Which individual(s) will be most closely involved?

Please set out a schedule of when this ministry is to be monitored and reviewed, when reports will be written and by whom.

Please add any further comments about any aspect of the proposed ministry that may be helpful.

5. **What are the opportunities?**

What are the trends in the life of the church and in the community context?

What challenges does the church face locally?

6. **How will we get there?**

What plans are there for making progress on the priorities agreed by the church?

7. **What do we need?**

What additional help is required either of personnel, property or finance?

(Include the role description and person specification for the CRCWminister .)

Additional Notes:

If the church has not engaged in another strategy for reflecting on its mission and purpose it would do well to bear in mind at this point the Five Marks of Mission.

- TELL Proclaiming the good news of the Kingdom.
- TEACH Teaching, baptising and nurturing new believers.
- TEND Responding to need by loving service
- TRANSFORM Seeking to transform unjust structures of society
- TREASURE Striving to safeguard the integrity of creation

We would also encourage you to look at the **Vision 2020 (V2020) materials** as part of your reflections. They may well help your conversations and shape your mission priorities. These are intended to help you to think about the mission you are already undertaking as well as what you may do in the future and to give a sharper focus to it. The V2020 material offers the idea of “mission pledges” as a way of focussing on your current mission.

Supplementary information to be provided to the CRCW Development Work Minister’s in order to accredit a CRCW post will include:

- Details about who is ultimately liable for the financial regularity of the applicant group and what is the group's formal structure of accountability to the wider church and any noteworthy financial considerations.
- 5-year income & expenditure budget for the CRCW Project.
- The provision to be made for housing of the CRCW minister (The CRCW minister should be able to choose between living in a manse or receiving a housing allowance. If a housing allowance is to be paid, the amount and when it will be reviewed should be stated. This must include on-costs payable for Income Tax & National Insurance. If a manse is to be provided, this must be in accordance with the Plan for Partnership.) Please ensure you have considered the Guidance Paper on these matters.
- How local expenses will be met and the amount of travel expenses, mileage amount and car allowance.
- Evidence of an equipped office base and expenses being met.
- The composition of the proposed CRCW Local Steering Group, the name and contact details of the person who is the CRCW minister's first point of contact for decision-making and her or his professional experience.
- Evidence of support for the CRCW application & Project from the Synod.
- Out of the time allocated to the CRCW minister post, the proportion that s/he will be expected to exercise within the Synod.
- Evidence of support for the CRCW minister including Education for Ministry opportunities and a support group.
- The names and contact details of two people beyond the immediate circle of the applicant group who may be contacted as referees.

APPENDIX 6: THE FIRST TERM REVIEW

Before the fifth year of a project, a major review will be carried out by representatives of Synod. Details of the review will be made known well in advance so that arrangements can be made to meet all appropriate people as well as review papers so they can form a view. The following areas will be considered:-

- A summary of the community, its issues and needs. How has the project addressed these? What have been the successes? Have there been surprising developments?
- If congregationally based, how has the life of the church grown and changed during the project's time?
- If several churches/denominations been in partnership, how has the project made an impact?
- Have all financial costs been met? The financial statements for the last 2 years should be available.
- Has this period been sufficient to achieve your aims? If so, are you planning an exit strategy with the worker? What might continue beyond the five years?
- If you believe a further appointment of the CRCW minister is hoped for, why? What will a second term achieve?
- Have you budgeted for a further term? Where will funding come from. Please make available an outline budget.